



LOS ANGELES COUNTY FIRE DEPARTMENT
STRATEGIC PLAN

2015 - 2017



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MESSAGE FROM FIRE CHIEF DARYL L. OSBY



In 2011, the Los Angeles County Fire Department unveiled our Strategic Plan, entitled “Engineering Our Future.” From the beginning, our Strategic Plan has been a roadmap to communicate our Department goals and the actions needed to achieve these goals. Now in its fifth year, we have been able to focus on many critical areas identified within the Strategic Plan and have achieved the results we envisioned.

The history of our Department demonstrates our ability to be leaders in the fire service. Our unwavering commitment in serving the public, technological advancements, innovative thinking and our ability to work toward common goals enables us to maintain exceptional service and sustain our legacy of excellence.

My Executive Team and I are moving forward with the 2015-2017 Strategic Plan goals with renewed energy and confidence to achieve successful outcomes. With five major goal areas identified, we will continue to focus on many essential needs, in both emergency and business operations.

As in previous years, the most critical goal is to ensure our fiscal sustainability by ensuring we provide the best possible value for our taxpayers in meeting the daily emergency operation needs in our 58 cities and all unincorporated areas served by our Department. As the economy continues to improve and our property tax revenue is slowly being restored, the Department continues to pursue new revenue streams to address our priorities and infrastructure needs.



Other important focus areas for me as Fire Chief include exemplary services, workforce development, operational effectiveness and emergency preparedness. We continue to transform our Department with a focus on integrating technology into our everyday operations, enhancing transparency and accountability, providing exceptional service and proactively investing in training and educational opportunities.

As we go about our daily duties and responsibilities, we remain committed to professionalism and integrity; and, ask all employees to be personally accountable for the work they perform each day. With continued emphasis on advancing our culture and ensuring effective communication, we are cultivating visible change.

Together with my Executive Team, I am confident our Department will continue to maintain a tradition of excellence and secure our legacy as one of the most highly trained, innovative, resilient and compassionate emergency services agencies in the world.

GOAL

1

FISCAL SUSTAINABILITY

Ensure we provide the **best possible value** for the taxpayers' dollar by **continuously evaluating** the Department's use of funds and resources, as well as legal risk.

- Position the Department to obtain the Board of Supervisors' approval on initiatives that would provide an ongoing and stable source of funding to support the Department's needs.
- Work with the Financial Management Division to develop and implement an Advanced Life Support Fee Program with emphasis on the impact on fee-for-service cities.
- In collaboration with the Chief Executive Office, develop a statement of work, timeline and contract terms for hiring a consultant firm to determine the viability of a bond measure to fund the infrastructure needs of the Department.
- Develop a plan to target a future election, outlining all documents and timelines legally mandated to place a measure on the presidential ballot.
- Implement Los Angeles County efficiency initiatives and potential voter initiatives to increase revenue streams for 2016 and beyond.
- Develop a fee schedule for new and updated plan check fees for Fire Prevention permits and inspections.
- Develop a Forestry Division Prevention Grants Program to complement the Department's Grants

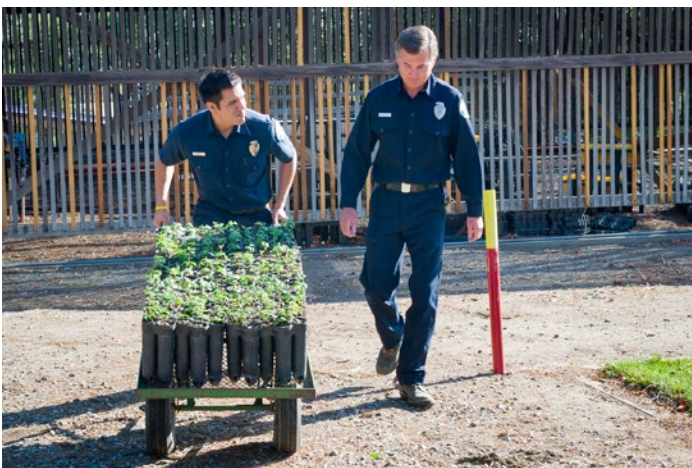


FISCAL SUSTAINABILITY



Management Section in obtaining grant funding, which will support projects that enhance public and first responder safety from fire and related hazards.

- In collaboration with Emergency Operations and the Special Services Bureau, develop a mechanism to align capital project, facility maintenance and information technology needs with the annual budget process.
- Research the amount of out-of-service time for emergency vehicles assigned to the field when fire series employees perform oil, filter and lubrication maintenance, and service to assigned emergency vehicles, and develop a plan for these routine services to be performed by fleet services personnel in a more cost-effective and efficient manner.
- Continue to re-landscape fire station facilities with drought-tolerant landscaping, in accordance with the Board of Supervisors' and Los Angeles County's efficiency, water conservation and environmental initiatives.
- Implement the Los Angeles County-mandated Managed Print Services initiative.



GOAL

2

EXEMPLARY SERVICES

Enrich the lives of Los Angeles County residents by providing innovative, caring, and exemplary emergency services and identifying organization-wide opportunities to better support the emergency responders who deliver them.

- Lead Los Angeles County in efforts to respond to and mitigate releases from high-risk facilities, beginning with refineries.
- Participate in countywide focus groups, collaborate with other Los Angeles County departments on the Homeless Initiative and develop and train Department personnel on “Homeless Awareness and Response Training,” including a resource brochure.
- Provide support to the Office of Child Protection countywide child protection initiative, including the Safe House Program.
- Participate in countywide focus groups and collaborate with other Los Angeles County departments on the diversion and re-entry initiative, including the new Camp 17 hybrid Type 2 Fire/Forestry Probation program for youth under 18 years old and the Camp Inmate Program, and provide monthly updates to the Chief Deputy of Emergency Operations.
- In collaboration with the Insurance Services Office (ISO) and identified subject matter experts, develop and/or update the ISO Fire Suppression Rating Schedule, containing fire prevention and fire suppression capabilities of the Department.



- Develop and implement an effective and efficient continuing quality improvement program for emergency medical services (EMS) delivery.



EXEMPLARY SERVICES

- Ensure exemplary service delivery and facilitate continuous quality improvement by developing quality improvement queries/reports with electronic patient care records to include state core measures, high-risk/low-frequency skills, and the most common call types with a dashboard for communicating this data to sworn personnel.
- Develop drafts of the EMS Annual Summary and EMS Policies and Procedures Manual for review, as well as provide an additional focused/structured EMS training program for sworn personnel and create a customer service survey reporting process for the people we serve.
- Review and revise all existing EMS policies and procedures in Department Manual Volume 3 – General Operations. Develop a schedule tracking sheet for future revisions.
- Improve and/or implement new EMS communication mediums to Department personnel (e.g., EMS



Annual Summary, EMS-related policies and procedures, focused training programs and customer service survey reporting).

- Develop a comprehensive automated external defibrillator (AED) program for all Department emergency medical technicians to include

orientation for the use of the Department-specific (Cardiac Science) AED, skill competency training, internal response and an operational plan.

- Deliver exemplary service by participating in national cardiac arrest management initiatives and by partnering with Cardiac Arrest Registry for Enhancing Survival in order to report and obtain cardiac arrest outcome data.
- Expand and combine community outreach to include the Recruitment Unit, youth mentoring and a centralized Explorer program for Department positions.
- Continue succession planning and development of personnel for participation and involvement with the Department's Incident Management Teams.
- Develop a plan to enhance the Arson/Fire Investigation Unit, including training, facilities, evidence storage and enhanced technical support.



GOAL 3

WORKFORCE DEVELOPMENT

Enhance workforce development through **proactively** investing in education, training, safety and wellness, resulting in an **effective workforce** that is **accountable at all levels**.

- Graduate the required recruit classes to reduce firefighter vacancies to four percent or less.
- Provide training to probationary firefighters, firefighter specialists, fire captains and battalion chiefs, using a combination of online learning tools and instructor-led training to improve their operational and administrative effectiveness.
- Successfully deliver training courses, including Mandatory Management Training (managers), Fire Captains Academy (fire captains), Battalion Chiefs Academy (battalion chiefs), Executive Leadership Development Training (assistant fire chief – fire chief) and County Fire Leadership Training – USC (managers).
- Create a supervisory development training program for all professional staff assigned to the Special Services Bureau.



- Make recommendations for enhancing workforce development through a tuition reimbursement program, succession planning for business operations managers and a professional training services agreement.
- Provide PowerPoint presentations on performance management issues, Professional Performance Section procedures and anonymous case studies to educate personnel on avoiding or alleviating public and internal complaints.
- Ensure 100 percent compliance in Department of Human Resources-mandated training courses, including Sexual Harassment Prevention Training (all employees), County Policy of Equity (all employees), Employment Discrimination Prevention Training (supervisors), Legal Exposure Reduction Training (supervisors) and Reasonable Suspicion – Drug-Free Workplace (all employees).

WORKFORCE DEVELOPMENT



- Develop a task book for Baywatch rescue boat deckhands, provide necessary training and implement qualified staffing criteria (based on the task book) to ensure full operational response capability for Baywatch rescue boats.

development by increasing the Department's bench strength of trainee and qualified Incident Management Team members.

- Develop an education and training plan for mental health incidents.

departments within Los Angeles County.

- Develop and/or revise health and wellness policies.
- Create an investigation guide for EMS cases to assist investigators on how to approach and investigate EMS cases, including identification of issues, sources of medical information and experts to consult throughout Los Angeles County.
- Improve operational effectiveness and develop and implement an EMS assessment checklist educational module for the electronic patient care record.
- Continue all Privacy and Access Compliance Project efforts, including construction and compliance toward achieving both short- and long-term goals.



- Enhance the Lifeguard Division's awareness and skills by incorporating Incident Command System training to further develop the Department's ability to effectively manage emergency incidents.
- Build upon the Department's successes in the area of professional

commission in rendering its decisions on Department employee appeals.

- Keep a weekly log of Civil Service Commission meetings, including decisions and trends of the Commission as a whole and of individual commissioners, in order to inform the Department of typical issues and concerns raised by the
- In collaboration with the Los Angeles Area Fire Chiefs Association Regional Training Group, deliver instructional content via a learning management system, addressing large-scale regional incidents to all 31 fire

- Continue to implement the proactive risk management strategies developed to reduce the negative effect of probability of risk in the workplace. Provide information to all employees on the outcomes and costs associated with accidents, claims and lawsuits.

GOAL

4

OPERATIONAL EFFECTIVENESS

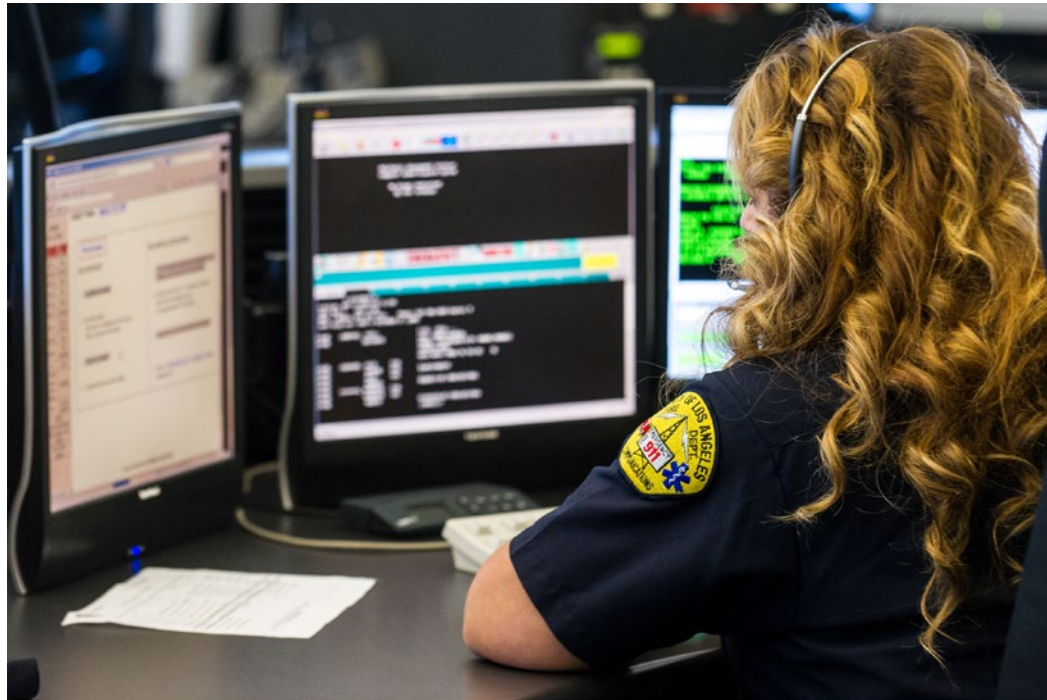
Achieve operational effectiveness and transform **fundamental facilities** and systems to support **evolving service delivery** for the people we serve, the County and our workforce.



- Reduce the daily number of advanced life support/paramedic responses by correctly aligning the need with the appropriate resource through tiered dispatching of two Dispatch call types, “sick” and “injury.”
- Implement tiered dispatching of four to six Dispatch call types with the approval of Local EMS Agencies.
- Develop and implement response readiness practices and data collection/analysis processes to support effective and efficient emergency service response times.
- Simulcast the VHF command channels to provide a communication system with a countywide coverage area and to support wildland firefight incidents without the need for manual voter steering.
- Continue the necessary changes in the Fire Fighter Trainee exam process to stay in line with Department needs. This could include changing the minimum requirements to class specifications, including emergency medical technician certification as a requirement.

OPERATIONAL EFFECTIVENESS

- Partner with Los Angeles County Firefighters IAFF Local 1014, Employee Relations, Human Resources Processing/Payroll, and as needed, outside departmental resources to assist (e.g., Los Angeles County Chief Executive Office, Department of Auditor-Controller and Department of Human Resources) in creating a Labor Management Committee.
- Purchase a new Computer Aided Dispatch (CAD)/Records Management System (RMS), utilizing contemporary technology to support the progressing of emergency calls for services and real-time data analytics in order to improve operational effectiveness.
- Enhance the Department's ability to provide continued public safety services through the development of a public safety facility at the isthmus on Catalina.
- Improve operational effectiveness through continuous quality improvement and the use of technological data platforms (e.g., electronic patient care record [ePCR] and EMS assessment checklists).
- Strengthen and enhance the Department's data infrastructure and capabilities to provide quality, accessible and secure data sources. Expand data storage and processing capabilities, improve data source



reliability, reduce data redundancy and add new electronic data collection capabilities. Increase the integration between major data sources to provide robust analytic systems, increase reporting capabilities, and provide data for mobile application development environments.

- Complete Phase II of the Department's bandwidth upgrade.
- Implement the 2015 Departmental Standard Operating Procedures (SOP) and reorganize the Information Management Division Warehouse per Internal Control Certification Program standards.
- Implement plan to use the eCAPS receivable module to bill customers currently being billed through the Software Business Technology system.
- Work with Emergency Operations and the Special Services Bureau to update the budget instructions to align site inspections with the budget

process and to ensure funding for capital projects, facility maintenance and information technology needs.

- Develop and implement procedures to verify the performance and effectiveness of the safety management system, operational processes and continuous improvement.
- Develop, refine and implement the safety intelligence database.
- In collaboration with Construction and Maintenance Division (CMD), expand the functionality of the facility asset management system (Maximo) to include integration with Active Directory and the County's Time I/Employee Self Service, which will result in the reduction of duplicate data entry and provide CMD management with data to support budget forecasting, facility maintenance and improve customer service.



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GOAL 4

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- Provide an information technology (IT) recommendation and, if appropriate, develop a transition plan to replace the Department's legacy NFIRS system with the Health EMS Fire Forms records management system, by evaluating the Fire Forms compliance with NFIRS 5.0, identifying and providing a solution for any data gaps and work flow changes, and by providing a procurement recommendation (e.g., amend existing contract).
- Provide IT support to the ePCR implementation by facilitating the procurement of hardware and by coordinating the implementation of the CAD, Zoll and IPFIRS interfaces.
- Develop a preventive maintenance program for all Department facilities.
- Strengthen the Department's capabilities to detect cyber security threats.



- Strengthen the Department's IT infrastructure by developing and implementing an IT Strategic Plan for Command and Control technology needs.
- Continue to lead the Department's efforts to mitigate the effects of global climate change by focusing on County efficiency, water conservation and environmental sustainability initiatives.
- Expand the new web-based brush clearance database to include a mobile application to be implemented in a test program at one fire station in Division 3 during the brush clearance inspection season.
- Develop improved Fire Prevention data integration with other Los Angeles County departments who have land management responsibilities through greater use of technology and participation in the development of a County One-Stop Development Center.
- Increase efficiency of the Environmental Impact Report (EIR) review process by establishing quality control standards, collection of approved fees and implementing an electronic submittal process, thereby streamlining EIR data distribution, reducing the Department's response time and improving customer service.
- Complete Fire Code Ordinance Package for next cycle.
- Survey and evaluate the Department's current fleet of Type VI patrol engines to identify all operational strengths and weaknesses. Make suggestions for improved specifications for future purchases that will need to meet National Wildfire Coordinating Group apparatus typing requirements.

OPERATIONAL EFFECTIVENESS

- Develop a cost-effective and efficient distribution process for the facilities that are identified as diesel exhaust fluid distribution hubs.
- Review and update the Department's Manual Volume 7 – Fire Prevention.
- Develop and implement a plan to transition paper-based Public Records Act requests to an electronic format.
- Review and revise existing Inspection Section policies and SOP to incorporate operational and regulatory changes to the inspection process. Identify gaps and develop policies and SOP as needed.
- Enhance the Department's electronic communications infrastructure and capabilities by expanding telephony systems and upgrading network infrastructures. Move the Department toward unified communications by providing integrated telephony, video, e-mail and mobile communications systems.
- Research and recommend a Department-wide Virtual Desktop Infrastructure designed to reduce hardware upgrade and replacement costs, centralize and ease administration, reduce administration and support costs, increase user satisfaction and eliminate the Department's dependency on outdated operating systems and software.
- Update the Department's Computer Security Policy.
- Assess and improve access management with the purpose of improving the user authentication experience and security.
- Implement a mobile development platform.
- Implement an analytics and reporting platform.
- Integrate with the Los Angeles County e-Forms ecosystem.



GOAL

5

EMERGENCY PREPAREDNESS

Enhance emergency preparedness by anticipating catastrophic emergencies and maximizing opportunities to measurably improve community emergency preparedness through public education and life-enriching programs that communicate our value.



- Solidify the Department's Homeland Security mission by strategically developing the workforce through the implementation of core practices, policies and procedures associated with tactical planning.
- Continue the development of the Department Emergency Plan by developing Phase II of both the Building Emergency Plan and Continuity of Operations Plan.
- Develop and implement Command Operations policies and procedures for catastrophic events and incidents.
- Verify the three regional backup dispatch/command centers have the functional equipment necessary for full operation.

- Assimilate with the Office of Emergency Management (OEM) and develop collaborative partnerships with the Los Angeles County Department of Public Works and Sheriff's Department (LASD) to include planning, response, recovery, and community education and outreach for natural and man-made disasters; participate in Operational Area conference calls; and regularly communicate with the Fire Department chain of command whom may be impacted with certain activities.
- Collaborate in the implementation of the County Emergency Operations Center response team that will be supporting the OEM.



- Work with the LASD, Chief Information Office and OEM's Alert LA Committee to implement the County Employee Notification System for mass notification needs for Departmental employees.
- Establish and formalize the Regional Community Emergency Response Team (CERT) Council made up of CERT program managers from across the Operational Area (OA) to coordinate training activities and develop play books; conduct regional planning to address the OA to build on sustainability; establish regional coordination among programs; and build upon regional exercises to test capabilities, training and sharing of best practices.

PROUD PROTECTORS OF LIFE AND PROPERTY

OUR VISION

The Los Angeles County Fire Department will be an exemplary organization acclaimed for our national reputation, our regional strength, and our hometown attentiveness as we provide fire protection and life safety services.

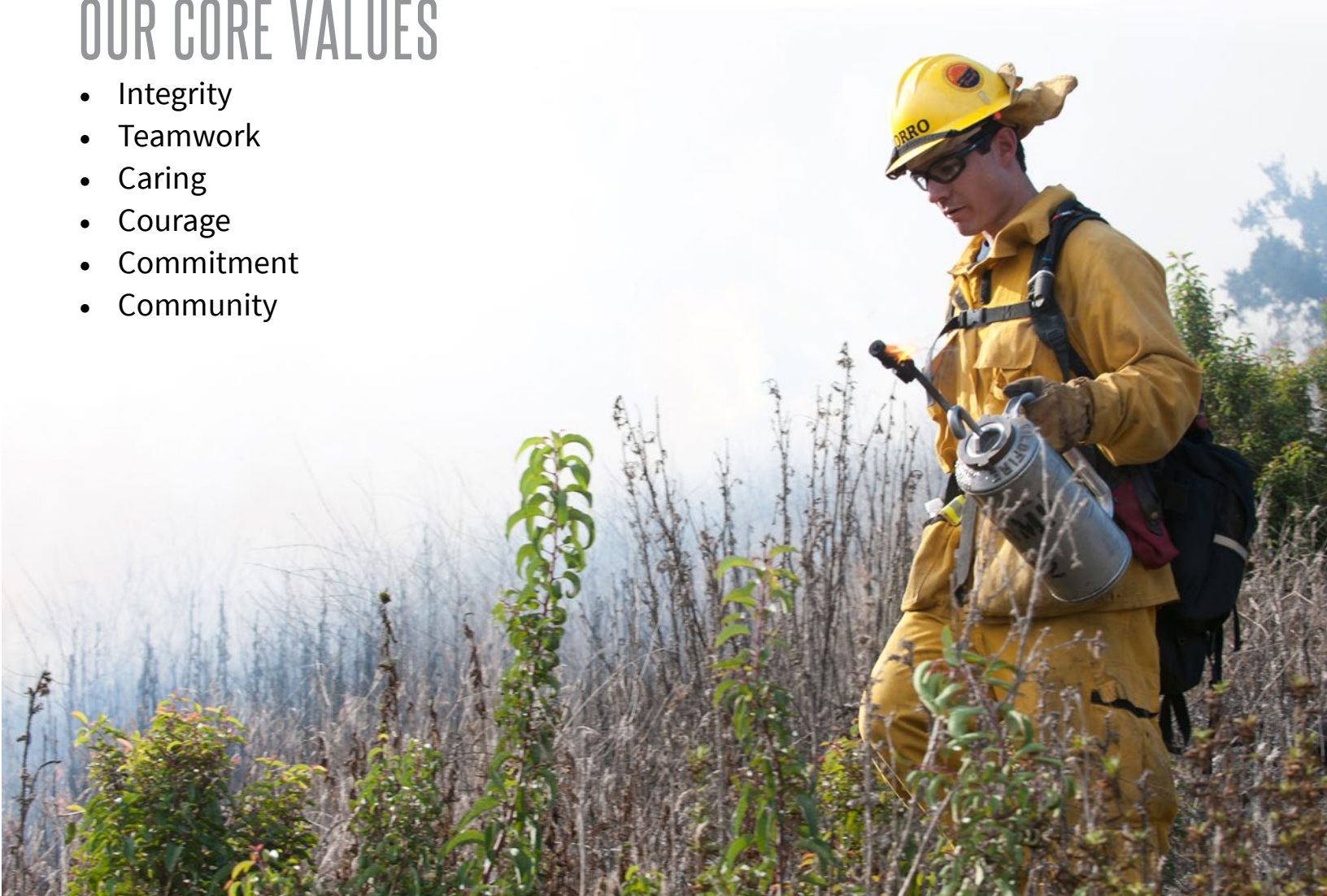


OUR MISSION

To protect lives, the environment, and property by providing prompt, skillful, and cost-effective fire protection and life safety services.

OUR CORE VALUES

- Integrity
- Teamwork
- Caring
- Courage
- Commitment
- Community



PROUD PROTECTORS OF LIFE AND PROPERTY

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